

Building highways



ON THE JOB--Dry weather allowed highway projects to continue into late fall this year, and consequently contractors finished an additional \$5-million worth of work. Above, inspectors Fred Sawyer and Ed Funderburk (with hard hats on far right) check progress on the Fremont-Nicholi project on Highway 30 in Portland.

Dry fall boosts highway work

Dry weather has allowed contractors to finish an extra \$5 million worth of state highway construction work this fall.

Contractor payments for work done during September and October ran an average of 20 percent higher per project compared to 1982 through 1986 figures, according to Bryant Jackmond, contract administration engineer.

"Five million dollars worth of work was done this year that won't have to be done next year. That income would have been available to contractors in

the long run, in any event," he said.

"It's just made the fall a little more lucrative for contractors as far as income is concerned," Jackmond said.

The Highway Division paid out an average of \$347,000 on each of 90 contracts for work done during September and October of this year compared to a billing average of \$288,000 per contract for the same two months in 1982 through 1986, Jackmond said.

Paving work--usually an expensive construction item--ended by mid-October. Mild October weather allowed contractors to

continue with grading and embankment work, and also allowed more time for structural work on bridges and overpasses, according to Jackmond.

That gave October 1987 contractor payment figures a 26 percent boost above average. September contractor payments were up 16 percent, for a two-month average rise of 20 percent.

As of Oct. 31, the Highway Division had 113 contracts either underway or awarded statewide worth an estimated \$278 million.

Highway map grows into atlas

The Highway Division is designing a newly formatted state map to commemorate the 75th anniversary of the organization.

Instead of the traditional folded map, the new version will be expanded into an atlas--the first of its kind for Oregon or for any other state in the U.S., as far as is presently known.

"We've been innovative for 75 years," said State Highway Engineer Larry Rulien, "and here's an innovation in maps."

The 48-page atlas, to be published by April 1988, will feature geographical sections plus a center section showing the entire state.

The magazine style will allow more room for information that can't be squeezed into the current format, such as safety tips, hospital locations and historical attractions.

Measuring 8 1/2-by-11-inches, Oregon's new map will be lap size, so a passenger can read it without blocking a driver's view. When folded once, it can be fit into a car's glove compartment.

The Office of Public Affairs surveyed chambers of commerce, cities and other potential users of the map last spring about the then-proposed format change. About 80 percent of those respondents favored the idea.

Holiday festivities fill the calendar

'Tis the season to be thinking about the Christmas holidays.

Among the holiday-related events planned in ODOT are the annual Toys and Joy for Needy Kids collection drive and the traditional Tree Trim and Family Day.

Here are details on those, and other, activities:

- Toys and Joy program. Donate your unwrapped toys in the box in the Transportation Building lobby by Dec. 16, and those gifts will be sent to needy children.

- Best Handmade Christmas Tree

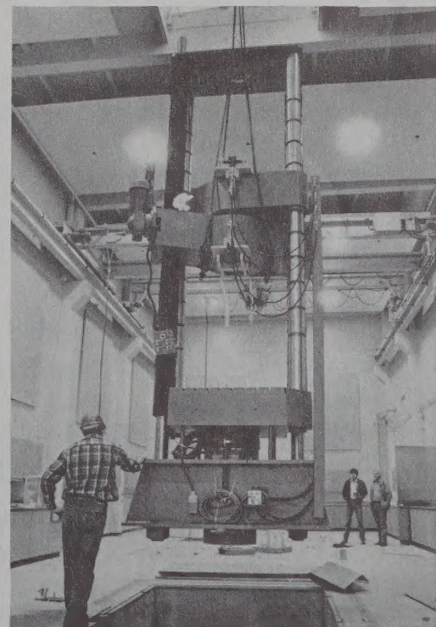
Ornament Contest. Ornaments must be made by ODOT employees, must depict an ODOT work unit, must be donated for use on a future ODOT Family Christmas Tree and must be small enough to hang on the tree. Entries should be submitted to the Director's Office by Dec. 11. ODOT Director Bob Bothman will announce the contest winners at the Dec. 16 tree trim.

- Annual Christmas Tree Trim. ODOT employees will gather in the Transportation Building lobby from noon to 1 p.m. on Wednesday,

Dec. 16 to decorate a Christmas tree. Holiday music will be provided.

- Annual Retirees' Reception. Following the Tree Trim, from 2-4 p.m. on Dec. 16, this year's and former retirees will be honored with a reception in the Conference Room on the main floor of the Transportation Building.

- ODOT Family Day. Families are invited to visit employees in their work area from 10 a.m. to 1 p.m. on Monday, Dec. 28 in the Transportation Building.



MOVING IN--Highway Division employees move a Physical Testing Machine into the new Materials Testing Laboratory through a hole in the roof. The new East Salem facility was substantially completed in October.

HIGHLIGHTS OF THIS ISSUE...

PAGE 3 Fire danger eases in Oregon's state parks, and visitors return to the trails.

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PAGE 5 A national accounting firm has been hired to solve problems with the STARS system.

PAGE 8 Candid Comments: How well prepared were you for your first supervisory assignment?

A message from the director

As we finish up the last month of 1987, it's time to look to the department's future.

ODOT's top managers had an opportunity to do just that recently during a two-day conference with members of the Transportation Commission.

To my knowledge, this was the first time the commission and ODOT management have taken such a hard look at department operations. I'm pleased to say that the session was constructive and that we came away from it with a plan of action.

In any business, it's important to communicate effectively and to understand one other. With an active governor and commission, I've found that communication is critically important.

During the past year, we have worked closely with our commissioners to explain how the department does business. What we found lacking was an explanation of not what we do, but why.

That's why I believe that, in the future, we won't be able to get away with just telling people what we do. We'll need to explain why we do those things, too.

Another key theme of the retreat was our need to take a proactive position in our activities. We cannot stand by and wait for others to develop plans for us. Each of us needs to actively establish a clear vision of how we can contribute to the department's activities and goals.

Judging from the discussions between ODOT's executive staff and the commission, that key theme--developing clear visions--will be an integral part of our department's future plans. And we will not only develop plans, we must also develop strategies for using those plans.

As I look to the future, I expect that we will need to be more creative in how we do business. Specifically, we will need to keep a close eye on how we use the tax dollars with which Oregonians have entrusted us.

For example, at the retreat we talked of cost avoidance--how we can avoid future expenses with our current investments. No doubt, we will need to spend our money wisely in the years ahead.

By the end of the retreat, we had molded our concerns into four key areas. Those are:

- Developing an investment management program;
- Establishing long-range transportation plan strategies;
- Strengthening management systems for personnel and finance; and
- Providing a strong communication strategy.

Once these four areas are developed, they will be used to guide each program in ODOT's divisions throughout 1988. The commission also plans to use these strategies in making their policy decisions.

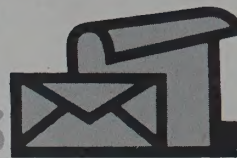
I would like to thank each of you for your efforts over the past year. Merry Christmas, and have a happy holiday season.

Bob Bothman



**And we will not
only develop plans,
we must also
develop strategies
for using those plans.**

Letters



Plane crash

Gerald Eames,
Air Transportation and Safety Specialist:

In late October, a small aircraft with four persons on board crashed in a remote ravine off a ridge just west of Walton. Three adults were killed. Another passenger, two-year-old Aubrey Holst, was seriously injured, but she survived.

It is doubtful that she would have survived had she not been found and rescued before nightfall.

Through the cooperative efforts of numerous individuals, Aubrey Holst was located, extricated, treated and carried through extreme terrain to a helicopter and flown to Sacred Heart Hospital in Eugene. The helicopter was able to leave only moments before fog closed in and shortly before darkness fell.

Among the agencies that participated was the state Aeronautics Division. You played a major role in this team effort, which I believe saved Aubrey's life. On behalf of all Lane County citizens, I commend you for your actions.

David Burks
Sheriff/Director
Lane County Department of Public Safety.

Orange truck

Larry Rulien,
State Highway Engineer:

I just want to say thanks to Bob Niederer and Harold Householder of Reedsport for helping me.

Not all women who have car problems along the highway are so lucky. When I saw the orange Oregon State Highway Division vehicle coming, I wasn't afraid to flag it down for help.

Thank you both for your help.

Patricia Wagstaff
Coos Bay

(Niederer and Householder are highway maintenance workers for District 6, Reedsport.--Editor)

Investing in bike routes

Bob Bothman,
ODOT Director:

I spent a week this fall bicycling around Oregon. I pedalled from Portland to the coast and then south until I turned inland and concluded my trip in Ashland.

I appreciated your cycling map. But even more, I was grateful for the numerous well-marked and wide shoulders on the highways, which made cycling more or less safe and comfortable.

During my trip, I stayed at motels and ate at restaurants and purchased gifts to take back home. I probably spent between \$400 and \$450. If there are many more cyclists like me, it would make good economic sense for your state, with all your wonderful natural scenic resources, to invest in good bicyc-

ling conditions.

I do know that I will return so that I can ride through the eastern part of your state. And I will encourage all of my cycling (and non-cycling) friends to visit Oregon as well.

Richard Taub
Chicago, Ill.

Back to school safely

Mike Anhorn,
District 8 Maintenance Supervisor:

On behalf of our students, parents and staff, I want to thank you for your time and effort in making what could have been a chaotic start of the new school year a safe and pleasant experience.

The Public Works Department, Oregon State Highway Division, Josephine County Commission and Sheriff's Department worked quickly and efficiently to provide a safe environment for the 575 youngsters at Lincoln Savage Middle School.

We value your friendship.

Jim Peters
Principal
Lincoln Savage Middle School
Murphy

(Highway crews built a left-turn refuge to ease traffic congestion while parents drove their children to school shortly after defeat of the school's bus service budget.--Editor)

Santiam Pass project

Highway Division employees:

I would like to thank everyone in your department for their excellent work on the Santiam Pass.

I traveled the pass many times during all phases of the construction and found the delays were kept to a minimum and that the public's safety was never compromised.

Congratulations on a job well done.

Nancy Watson
Salem



ODOT NEWS

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Rains ease fire danger; park trails reopen



TRAILS REOPEN--Rangers at Silver Falls State Park remove fire danger signs that restricted trail use in late October during a statewide drought. Terry Spear, on left, assists Rudy Dietrich.

Drought conditions that ultimately led to the closure of many Oregon state park trails eased with November rainfall.

Signs reading "Entry By Permit Only" were taken down and visitors returned to the trails.

The Parks Division had warned people visiting state parks to use extreme caution with fire and to confine their activities to developed portions of parks.

Campfires in all state parks were restricted to designated areas within each campsite, such as fire rings or metal stoves, according to Larry Jacobson, deputy administrator.

Jacobson said visitors were asked to stay out of back-country portions of parks. "This was for the safety of the park user as well as a precaution against fire," he said.

The Oregon State Department of Forestry had recommended restricted use of park trails and provided signs to designate those trails.

Some hiking, bicycle or equestrian trails also were closed in some parks where fire conditions warranted closure, Jacobson said. Local park managers were responsible for determining areas to close and for posting signs to notify users.

Fire fighters had been stationed

at Valley of the Rogue State Park near Rogue River for about two months beginning in early September. The park had been home for about 1,500 fire fighters.

When that fire, known as the Silver fire, was controlled Nov. 9, it had burned 96,500 acres.

The Highway Division also got involved in the fire-fighting efforts.

'This was for the safety of the park user as well as precaution against fire.'

Among those efforts was the temporary loan of 15 pickups to be used for fire-suppression activities in the Willamette Valley and Northwestern Oregon, according to Equipment Superintendent Bob Kuenzli.

Owen Lucas, Region 5 parks supervisor, La Grande, said drought conditions also affected rafting and fishing conditions at Minam State Recreation Area in Eastern Oregon.

Gerald Lucas, Region 4 parks supervisor, Bend, compared this summer's dry conditions to the drought of 1978, although he added that each park typically has unique weather conditions.

Judson partnership, 4, thrives

Dave Pritchard of Photocopy and Map Distribution is this year's coordinator of ODOT's Business Partnership in Education Program.

The award-winning program, now in its fourth year, involves an exchange of services and instruc-

tion with Judson Middle School of Salem.

During October, about two dozen ODOT employees volunteered to speak to Judson classes to tell students how math and science are used in the work place.

The experimental volunteer speakers program already has attracted enough volunteers, but Pritchard said he may need more speakers later in the school year.

To volunteer, contact Pritchard at 378-6254 during business hours.

Other program opportunities include:

- **Shadow Days**--ODOT employees visit Judson for a morning, attend classes and have lunch with them, and ODOT reciprocates by having Judson students visit ODOT facilities.

- **Classroom Presentations**--ODOT employees make classroom presentations on work-related topics.

- **Tours**--ODOT staff members conduct tours of their work areas for Judson students and teachers.

- **Coaches**--ODOT employees serve as coaches for the Olympics of the Mind competition, in which student work together in attempting to solve predetermined problems.

- **Sports Nights**--Department employees use the Judson Middle School gym for volleyball, pickup basketball or other activities.

New calendars depict values

The 1988 ODOT Values Calendar is hot off the press, and the Office of Public Affairs is ready to take your order.

The four value statements carry with them some "old, well-established meanings that underlie our reputation as the top department in state government," according to Director Bob Bothman.

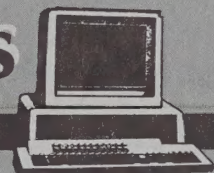
Those statements "are a recap of how we try to serve the public, the way we feel about our jobs and how we strive to relate to each other in the work place," he said.

The ODOT Values Calendar comes in two formats--one suitable for wall hanging (26-by-24 inches), the other for a desktop (14-by-15 inches).

And the price is right: free.

To order yours, write the Office of Public Affairs, Room 140, Transportation Building, Salem 97310. Be sure to specify how many and the size you desire.

News briefs



Skiers, snowmobilers need Sno-Park permits



Sno-Park permits are required for parking in designated Winter Recreation Areas, including most downhill and cross-country ski areas and snowmobile trail heads.

The permits went on sale in November at all Motor Vehicles Division field offices, most ski areas, many winter recreation resorts, ski shops and sporting goods stores.

Annual permits cost \$9 and a daily permit \$2. They are required from Nov. 15 to April 30.

I-5 resurfacing one of Highway's largest projects

One of the Highway Division's largest highway construction projects--resurfacing of Interstate 5 between the south Ashland interchange and the California border--is scheduled to go to bid in January 1988.

The project, estimated to cost between \$15 million and \$25 million, involves the resurfacing of nearly 12 miles of I-5, slide repair, reconstruction of a truck escape route and the addition of a climbing lane for slow-moving trucks.

Expo 86 lures non-residents back to Oregon

People who traveled through Oregon on their way to Expo 86 in Canada returned to the Beaver State this summer.

Eight percent of surveyed nonresident campers in 10 Oregon state parks said their summer visit to Oregon was a direct result of travel to or from Expo 86 last year, according to a Parks Division survey.

State park camping up 4 percent over '86

Attendance at Oregon's state parks this summer was 480,000--nearly 4 percent higher than last year.

Forty-two percent of those campers were non-Oregonians.

New license plate design to be announced Jan. 20

It took a while to sort through the 8,550 entries in Oregon's license plate design contest. But in the end, it was worth it, according to those involved in the judging.

Transportation Commission Chairman Mike Hollern, at the November commission meeting, said he was "impressed with the quality of so many entries from throughout the state."

Gov. Neil Goldschmidt is expected to announce a winner from the five finalists at the Jan. 20 commission meeting.

Any of the five finalists would provide Oregon with a license plate comparable to the best in the country, Hollern said.

In looking through the entries, Hollern said he was impressed with the creativity Oregonians used in depicting what their state means to them.

"I saw a real effort to symbolize the beauty of Oregon as a whole," he said.

Jerry Robertson, ODOT Photo Lab manager and a member of the three-person preliminary judging team, had a chance to consider each of the 8,550 entries.

"I guess what really impressed me was the range of creative

invention that's out there that really only presents itself when you open up a contest of this sort," he said. "I was really amazed."

Robertson estimated preliminary judging took about 10 hours.

An eight-member panel of judges further narrowed the field--from about 200 to five.

The five finalists are Portland graphic artist Dwight Allen, Lake Oswego engineer Wayne Mays, Oregon State University art student Sarah O'Donnell, Salem architect Steve Schwanke and Portland graphic designer Nancy Westman.

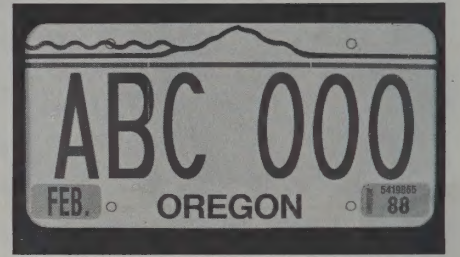
The winner will receive \$1,500, and the new plates will be available from Motor Vehicle Division field offices beginning July 1, 1988.

Finalists

Oregon's license plate design contest finalists are (from left to right): Top row--Portland graphic designer Nancy Westman; Lake Oswego engineer Wayne Mays. Bottom row--Portland graphic designer Dwight Allen; Salem architect Steven Schwanke; and Corvallis art student Sarah O'Donnell.



NARROWING THE FIELD--Judges select the final five entries in Oregon's license plate design contest. The Transportation Commission will announce the contest winner Jan. 20.



Highway 75th poster contest ends this month

A poster contest for the children of all Highway Division employees, designed to celebrate the division's 75th anniversary, runs through the end of this month.

Deadline for entering the Children's Poster Contest is midnight Dec. 31.

The contest is open to children or grandchildren of Highway Division employees in grades one

through nine. The theme of the poster contest is "What my mom or dad (or grandmother or grandfather) does for the Oregon Highway Division."

To enter, submit entries to the Office of Public Affairs on 8 1/2-by-11-inch paper.

Official entry forms are on the bottom of the contest announcement. The announcements will

be distributed statewide in early December.

A first place winner will be named in each of three age categories: Grades 1-3; grades 4-6; and grades 7-9.

Tentative plans call for the division to incorporate the children's art into 75th anniversary displays and regional mall shows during National Transportation Week.

Parks crews lauded for safe-driving records

The 1986-87 winners of the fourth annual Parks Division Safe-Driving Awards for district crews have been announced.

They are:

Region 1--Armitage Park District. Ed Fischler, manager.

Region 2--Cape Lookout Park District. Ed Kornblum, manager.

Region 3--Harris Beach Park District. Don Higginson, manager.

Region 4--Prineville Reservoir Park District. James Beauchamin, manager.

Region 5--Wallowa Lake Park District. Dean Muilenburg, manager.

The top crews will receive their awards at a special luncheon presentation. Winners are chosen through a competitive point system based on each crew's driving record.

Region 5 had this year's best record, as each of its crews completed the year without a preventable driving accident, according to Larry Jacobson, Parks deputy administrator. The last Parks region to equal such a record was Region 3, in fiscal 1982-83.

Two districts were repeat winners this year--Cape Lookout and Wallowa Lake.

Also noteworthy is the fact that 17 of Parks' 26 districts drove all year without a preventable accident to set another record. By comparison, only 12 districts finished fiscal 1985-86 without a preventable accident.

Engelman new Environmental manager

Eb Engelman, a member of the Highway Division's Environmental Section for the past 14 years, has been promoted to manager of that work unit.

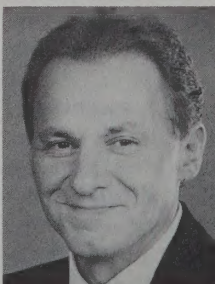
He succeeds Cam Gilmour, who became manager of the division's Program Section.

Engelman joined Highway in 1973 as a region environmentalist in Salem.

As Environmental Section manager, Engelman oversees a \$2.2-million biennial budget and 30 employees. The section is responsible for ensuring that the Highway Division's projects comply with

environmental laws and regulations, and that environmental impacts are evaluated and mitigation proposals developed.

Engelman earned bachelor's degrees in geography and economics from California State University at Hayward and earned a master's degree in geography from University of Oregon.



Eb Engelman

5 and 10 Years Ago

DECEMBER 1982

- The Glenn L. Jackson Memorial Bridge, taking Interstate 205 across the Columbia River, opened to traffic this month. The \$175-million structure, under construction for five years, involved additional years of planning and design efforts by both the Washington and Oregon departments of transportation.

- The Parks Division sold \$10 gift certificates for overnight camping at any Oregon state park. The certificates were billed as stocking stuffers for the holiday season, yet were also available throughout the year at State Parks offices.

- A task force on women was established to point out the artificial barriers hindering the professional development of women in ODOT's work force.

DECEMBER 1977

- An intensive effort at discovering the public's highway improvement desires won praise from Highway Division officials. More than 1,800 people attended 39 public meetings for the Six-Year Highway Improvement Program.

- The Highway Division, in cooperation with the Oregon State Police, began a 24-hour road condition report phone line for motorists in the Portland, Medford, Eugene and Klamath Falls areas.

'Shared vision' to mold ODOT planning

The "shared vision" of the Oregon Transportation Commission and the Oregon Department of Transportation will be discussed when the commission meets this month in Salem.

Initial reports on four priority areas will be presented Dec. 15.

Those four areas were developed by commissioners and ODOT executive staff members during a recent session at the Silver Falls State Park Conference Center.

Priority areas include:

- Developing an investment management program;
- Establishing long-range transportation plan strategies;
- Strengthening management systems for personnel and finance; and
- Providing a strong communication strategy.

The Silver Falls meeting, described by Director Bob Both-

man as a "real success," was called to clarify roles and responsibilities. There was agreement that current commissioners, none of whom have yet served a year since being appointed by Gov. Neil Goldschmidt, are activists by nature.

Commissioners indicated a desire to learn more about the department, particularly the "why" behind decisions.

The four priority areas evolved from a workshop process that invited candid discussion by all participants.

Specific agendas and timetables will be developed in coming weeks for each of the priority areas. Representatives on the four committees will cross divisional lines in order to achieve the "shared vision" desired by commissioners

and executive staff.

Don Adams, assistant state highway engineer, will take the lead on the investment management strategy. A committee under his direc-

Commissioners indicated a desire to learn more about the department, particularly the 'why' behind decisions.

tion will seek to devise methods for appropriate cost-benefit analysis on a department-wide basis.

Gary Potter, director for administration, will take charge of the long-range transportation strategy, which will contemplate a statewide

vision, not just ODOT's current role.

Initial responsibility for the management systems topic will be split. Potter and Judy Gregory, ODOT personnel director, will head up the personnel phase, while Joe Christian, director for financial systems, will be charge of the financial segment. The goal will be to develop systems that will effectively meet ODOT needs in both areas.

Bothman will be assisted by John Elliott, special assistant for public affairs, in putting together a group to look at communication strategies. The group will determine how ODOT can more effectively communicate with its own employees, legislators, constituencies, the news media and, most importantly, the general public.

Auditors look into STARS

Auditors from the national accounting firm of Price Waterhouse are working with ODOT staff to correct problems with the department's accounting system.

Price Waterhouse staff began work in November, under a contract approved by the Transportation Commission. That contract runs through June 1988.

System problems have resulted in inadequate control over accounting, billing and financial reporting functions.

In a Nov. 17 presentation to the commission, ODOT finance director Joe Christian noted that a major problem is the complexity of the system. He said efforts to correct the system, which processes millions of transactions a year, have been unsuccessful.

STARS--the State Transportation Accounting and Reporting System--replaced a 1950s vintage system that was not able to cope with the needs of the 1980s.

A project team reviewed other accounting systems and selected STARS, being installed in California, as best able to meet department needs. The system became operational in 1985.

Implementation problems continued, despite efforts to fix the system. In September, the department chose Price Waterhouse, which has experience with STARS in other states, to conduct a fact-finding study. The results of the study and a proposal for solutions were presented at the November commission meeting.

Price Waterhouse is now implementing corrective actions, including simplifying the system.

Trainer uses video as training tool

Gene Rushing is using video to teach proper equipment operations.

Rushing, recently hired as equipment training coordinator, fills a new position created in the Maintenance Section.

One of the first video segments he taped was on maintenance and safe operation of compaction rollers. He also has taped segments on how to operate and maintain articulated cranes and another on pre-trip inspection of equipment.

He is currently working on a segment, to be distributed next winter, on safe equipment operations during winter weather.

Rushing mentioned that videos are a convenient supplement to, not a replacement for, other training methods. He regularly speaks to maintenance crews throughout the state on the safe operation and maintenance of highway equipment.

"I try to make operators a bit more aware of how to use their equipment safely and how to respond in potentially dangerous situations," he said.

Rushing comes to ODOT from the Department of Forestry, where he worked for 15 years as manager of training, personnel and equipment for fire-fighting efforts.



SHOOTING--Gene Rushing, equipment training coordinator for the Highway Division, uses video to teach safe and efficient equipment operations. Rushing travels throughout the state to show the videos and speak with Highway crews.

Office of Public Affairs fills 3 positions

The Office of Public Affairs has hired three new public information officers for the Highway, Public Transit and Aeronautics divisions.

Carol Mitchell, 39, of Portland, is highway information officer. Mitchell has held public affairs positions at the Oregon Department of Revenue and the Adult and Family Services Division. Previously she was a newspaper and radio reporter.

Mitchell holds a bachelor's degree in journalism from California State University at Los Angeles.

She is responsible for all Highway Division information outside the greater Portland metropolitan area.

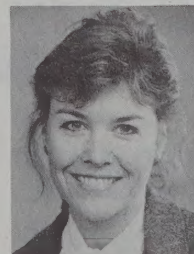
Janis Collins, 37, is public affairs specialist for the Portland metropolitan area. Collins was a reporter for KOIN-TV in Portland and KVAL-



Carol Mitchell



Danielle Cowan



Janice Collins

divisions. She has served as senior staff assistant to former Beaverton Mayor Jack Nelson and is on the Board of Women in Communications, Inc.

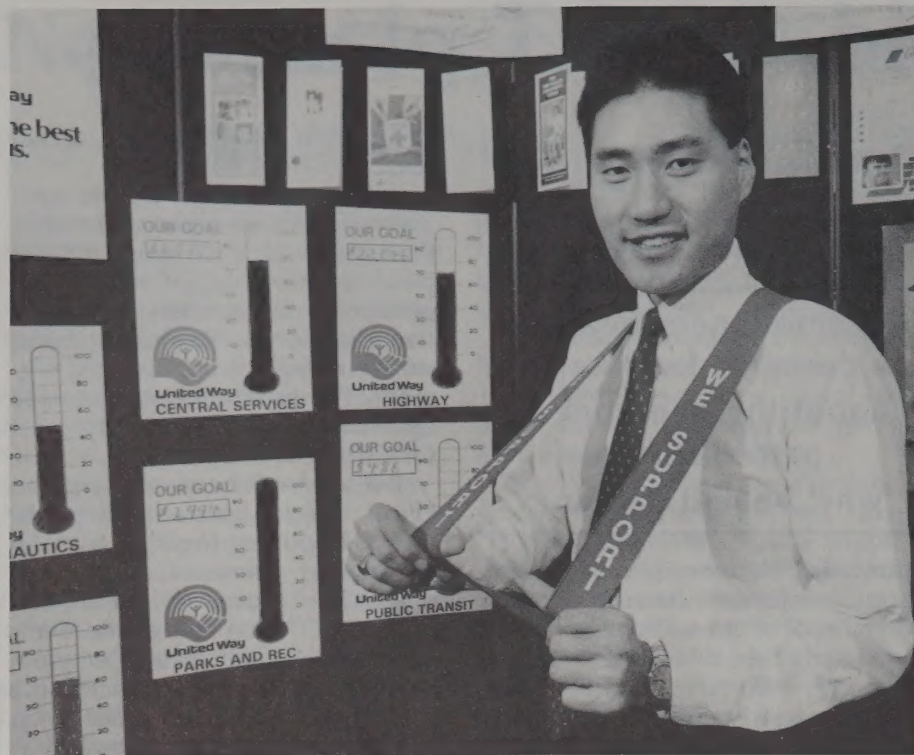
She received a bachelor of arts degree in speech communications from Oregon State University and is working on a master's degree in interdisciplinary studies, focusing on public information methods.

Collins, Cowan and Mitchell are all residents of the Portland area. Cowan and Mitchell are stationed in Salem but have statewide responsibilities; Collins is stationed in Portland.

TV in Eugene. She also worked as a correspondent for *The Oregonian* newspaper and has taught English and journalism in Oregon high schools.

She holds an undergraduate degree in English and a master's degree in journalism from the University of Oregon.

Danielle Cowan, 31, has been named public affairs specialist for the Aeronautics and Public Transit



CAMPAIGN SUPPORTER--Joe Winkel, ODOT's United Way campaign coordinator, tests his "We Support" suspenders in front of the United Way promotional display in the Transportation Building. Fewer ODOT employees contributed, and those who did gave more this year than in 1986, according to statewide results.

United Way campaign giving down slightly

ODOT employees contributed \$56,082 to United Way this year.

Donations were down 1.3 percent from the \$56,800 collected in 1986, according to Joe Winkel, records analyst with Records Management and loaned executive to United Way.

Winkel noted the five-week campaign was hampered somewhat by the Oregon Public Employees Union strike. Although that strike ended in late September, it delayed pre-campaign organizational efforts, he said.

The Motor Vehicles, Parks and Recreation and Public Transit divisions each earned Exceptional Service Awards for improving by at least 9 percent in three areas--total employee contributions, per capita giving and employee participation.

The 1986 and 1987 figures include only Motor Vehicles and Parks division contributions from within Marion and Polk counties.

Parks Headquarters employees gave a total of \$2,652--over 45 percent more than 1986 donations--ranking Parks highest among ODOT six divisions in improved contribution level.

Every Salem area Parks employee gave more, on the average, with an overall 63 percent per capita increase, to \$54 per person this

year, compared to \$33 in 1986.

More Parks employees participated in the campaign this year than in 1986, too. Nearly 90 percent of Salem area Parks workers contributed, compared to 66 percent in 1986.

Motor Vehicles Division employees gave \$6,995--about 26 percent more than they did in 1986. Per capita giving was up by more than 57 percent this year--to \$17.27 per person, compared to 1986. Forty-nine percent of DMV employees contributed to United Way, compared with 30 percent participation in 1986.

Public Transit employees generated a total of \$492--nearly a 10 percent increase over 1986. Each of those employees donated an average of \$45 for a 20 percent increase over 1986. All Transit employees participated this year, up 9 percent from 1986.

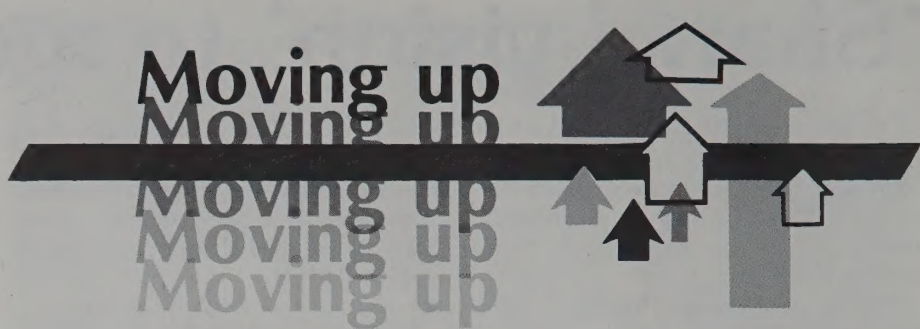
The campaign wasn't as successful for the Highway, Aeronautics and Central Services divisions.

Statewide figures for Highway indicate total contributions were \$39,149, or about the same level as the 1986 campaign. Per capita contributions and percent participation figures were unavailable.

Highway Division participation typically accounts for about 70 percent of ODOT's total contributions.

Aeronautics was down in every category. Sixty-three percent of Aeronautics employees contributed, compared to 100 percent participation in 1986. Consequently, total contributions were nearly half that of 1986--down to \$558. Each of those employees who participated gave an average of \$35 compared with \$48 last year.

More Central Services employees participated this year--59 percent, compared to 53 percent in 1986--but total contributions and per capita donations were down. Central Services gave a total of \$5,688, with each employee providing an average of \$28.



Central Services Division

James Weisgram, highway engineer (HE) 2 to HE 3, Salem.

Highway Division

Stephen Dockins, engineering aide (EA) to engineering technician (ET) 1, Corvallis.

Dennis Edwards, highway maintenance worker (HMW) 4 to highway maintenance foreman (HMF) 2, Milwaukie.

Eberhard Engelman, program executive C to program executive E, Salem.

Wesley Heidenreich, highway engineer (HE) 3 to HE 4, Salem.

Charles Hemenway, supervising highway engineer (SHE) B to SHE C, Salem.

Vern Ray Johnson, heavy equipment mechanic to senior heavy equipment mechanic, Salem.

Blonson Neavoll, highway maintenance supervisor (HMS) B to program executive A, Roseburg.

Aubrey Rabb, HE 5 to SHE D, Salem.

Jack Ross, HMF 1 to HMS C, Central Point.

Glen Schoessler, HE 3 to HE 4, Salem.

Amy Shetterly, secretary to administrative assistant, Salem.

Charles Steele, weighmaster to senior weighmaster, Umatilla.

Jeffrey Swanstrom, HE 2 to HE 3, Salem.

David Warrick, HE 1 to HE 3, Salem.

Parks Division

Charles Smith, park ranger 2 to park manager A, Collier Memorial State Park, Chiloquin.

Motor Vehicles Division

Deanna Carr, data entry operator to clerical specialist, Salem.

Jean D'Amico, clerical assistant to clerical specialist, Salem.

Allen Duren, motor vehicle office manager (MVOM) A, Clackamas Town Center, to MVOM B, Salem.

Judith Finke, data entry operator to clerical specialist, Salem.

Debra Garrison, clerical assistant to clerical specialist, Salem.

James Gierke, motor vehicle representative (MVR) 2 to MVR 3, Beaverton.

Jeannie Gonsalves, data entry operator to clerical specialist, Salem.

David Hardaker, MVR 2, Portland Drive Test Center, to MVR 3, Gladstone.

Barbara Johnson, MVR 2, Portland Drive Test Center, to MVR 3, Beaverton.

Digby Morrow, MVOM B, Hillsboro, to program coordinator 1, Salem.

Joe Nelson, clerical assistant to clerical specialist, Salem.

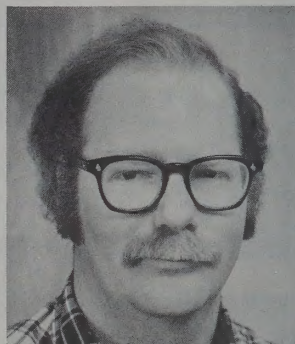
Marzetta Rice, MVR 2, North Portland, to MVR 3, Portland Drive Test Center.

Marie Russell, administrative assistant to administrative assistant 2, Salem.

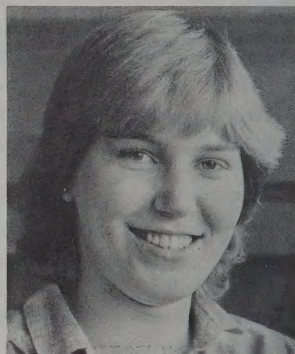
Alan Willey, MVR 2, Klamath Falls, to MVR 3, The Dalles.



Marzetta Rice
Motor Vehicle
Representative 3
Portland



Dennis Edwards
Highway Maintenance
Foreman 2
Milwaukie



Amy Shetterly
Administrative Assistant
Highway Division
Salem

Retirements

Roy Dague, highway maintenance worker 2, District 1, Astoria, retired in November after 19 years of service.

Robert N. Johnson, highway maintenance worker 4, District 7, Coquille, retired in November after 21 years of service.

Maureen Jones, motor vehicle office manager B, Klamath Falls DMV field office, retires in December after 30-plus years of service.

Lota A. Mitts, secretary, District 2B, Clackamas, retired in November after six years of service.

Remembering

Smith French, personnel officer, Personnel Section, Salem, died Nov. 11. French, who was 73, retired from Central Services in 1979 after 26 years of service.

Leo Goldsby, assistant project manager, Project Manager's Office, Portland, died Oct. 13. Goldsby, who was 60, retired from the Highway Division in June after 29 years of service.

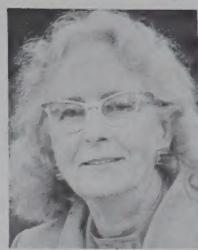
Mark Raz, highway maintenance worker 3, District 2A Landscape Crew, Baldock, died Oct. 3. Raz, who was 31, had worked for the Highway Division for nine years.

Ed Schertenleib, highway maintenance foreman 2, District 12 Maintenance Crew, Meacham, died Oct. 20. Schertenleib, who was 85, retired in 1968 after 22 years of service.

Joseph Toole, highway engineer 4, Construction Section, Salem, died Oct. 16. Toole, who was 88, retired in 1966 after 45 years of service.

Charles "Mike" Whittam, environmental specialist 2, Environmental Section, Salem, died Oct. 27. Whittam, who was 48, had worked for ODOT for 22 years.

On the job with Maxine Banks



By Andy Booz
Managing Editor

Maxine Banks is a staunchly provincial lady.

She adores Oregon--has, in fact, ever since she moved here at the age of 6 months.

Now 66, a bird watcher and resident of the wooded countryside outside Salem, Maxine spends much of her time preserving the state's environmental integrity.

To the Highway Division, she's known as a cultural resource specialist. In that role for the last 15 years, she has contributed by determining the environmental impacts of highway projects and by preserving significant historic structures those projects may affect.

For Maxine, each project has a story, just as each structure she has helped preserve carries its own wealth of history.

Her office walls are speckled with photographs and newspaper clippings of old homes, covered bridges and archeological excavations. One of several pictures of the Alsea Bay Bridge catches her eye.

The Alsea Bay Bridge, designed by the late State Bridge Engineer C.B. McCullough and opened in 1936, is scheduled to be torn down and replaced, and Maxine has mixed emotions over that decision.

"Replacing the Alsea Bay Bridge will be inspiring--it will be a big project," she says. "But it's sad. We'll be taking down one of Oregon's most beautiful bridges."

Love for Oregon

She acquired her love for Oregon scenery early in her life, when, as a child, she would accompany her father, a Redmond attorney, on jaunts around the state--to the Portland hills, the Oregon Coast and Columbia Gorge, as well as spots closer to home.

But she set aside her environmental interests for a while, when she pursued journalism at the University of Oregon. Maxine returned to Redmond, where she practiced the craft at a local weekly newspaper, writing about post-World War II heroes and assuming other generalist writing chores.

She abandoned journalism when she and her husband moved to the Willamette Valley in 1947. Maxine pursued her environmental inter-



HISTORIAN--Maxine Banks, cultural research specialist with the Environmental Section, stands in front of the Jordan Bridge in Stayton's Pioneer Park. She helped prevent the

bridge's destruction by moving it to the city park, where community volunteers reassembled and renovated it.

ests full time and became a volunteer lobbyist for stronger land use controls and preservation of the natural environment.

She also worked on three of Tom McCall's election campaigns--twice when he ran for governor and once for secretary of state--because he, too, wanted to preserve Oregon's environment.

"I believed in the things he was doing and was proposing to do," she says. "He also was a lot of fun."

Meanwhile, she learned more about environmental law. Since the advent of the federal Environmental Policy Act of 1969, laws concerning the United States' outdoors multiplied and grew more complex. Few laymen knew of their details.

In 1972, Maxine learned that the Highway Division had begun an Environmental Section in response to the proliferation of federal laws. She applied for a research position and was amazed to find that she was accepted.

She considers taking that step--applying for her first paid job since her days on the Redmond weekly--to be the most frustrating experience of her career. But she was glad she made it.

"Here I was, with training in journalism, no college degree, and I hadn't worked for a salary in a long time. I was 51 and just a strung-out

old lady trying to get a job," she says.

At last, she found her niche.

She joined a staff of seven. They were, at first, treated as outsiders by the more established Highway Division work units, Maxine says.

'Our state's getting older and we do have a heritage to preserve.'

"We were a new idea, and a lot of people didn't understand us. Perhaps, too, we didn't understand how to be integrated. We had to learn how to be part of the team."

Since then, the section has grown in size--now to 30 employees--and encompasses many other disciplines, such as noise control, air quality and water resources.

Even though federal and state environmental laws have increased, there still remains much to be done, she says. One area that particularly draws her concern is sociological preservation--low to moderate-income neighborhoods, for example. Farm-use lands also are in need of special laws to protect endangered species and wetlands, she says.

To Maxine, one of the most

notable changes in her job since she began is the increased interest in soliciting the public's opinion on proposed highway projects. Technical and citizens advisory committees are now formed before a project gets off the ground.

"It gives us an opportunity to know what the public wants and doesn't want before we get deep into planning."

She notes the design of the Alsea Bay Bridge replacement was altered because of public concern, and that a display and information center will be built at the south end of the new bridge to preserve the history of the old span.

When it was decided the Jordan Bridge--a covered bridge in Linn County--had to be replaced, Maxine was the liaison who helped the city of Stayton "adopt" it. She applied for Federal Highway Administration funds to dismantle and move the bridge to Stayton's Pioneer Park, where a group of Stayton citizens reassembled and restored it.

That's the kind of project that gets Maxine excited about her job. It was the first such bridge adoption in Oregon, and other communities and individuals have since accepted responsibility for preserving other covered bridges.

"This is a big change from the old days. We worked very hard to get other covered bridges relocated about 10 years ago, but there wasn't the interest in preserving our historic heritage that there seems to be now," she says.

"Our state's getting older and we do have a heritage to preserve. I think the feeling out there is that maybe we ought to save it before it's all gone."

Retirees report

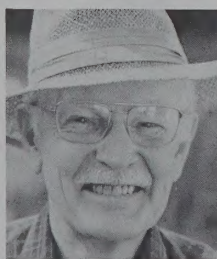
Robert Gormsen, Salem, manager, Commission Services, retired in 1986.

As a "stay at home" person, Bob says he is enjoying life and doing a little traveling. He likes a routine and feels it is the way to get things done.

Because his wife, Nancy, stays involved in her interior designing business, it restricts their activities slightly.

They have a second home in Neskowin, which they visit once or twice every month. Since it is close to the Nestucca River, Bob does some river salmon fishing. They have made occasional trips to San Francisco and Seattle.

Bob is active in the Rotary



Club and attends the Highway and Right of Way retirees luncheons.

"I am very happy in retirement. It is a very pleasant way to live."

Glen Clark, Salem, investigations and research engineer, Traffic Engineering Section, retired in 1982.

Glen and his wife, Cleo, are avid golfers and belong to McNary Public Golf Club. This past summer he was president of the Twilight League.

Since retirement, they have made a habit of traveling to San Diego and Palm Springs, Calif., and to Mesa, Ariz., in January and February each year. In addition to golfing and sightseeing, they also take time to visit other ODOT retirees, such as John Hanks in Mesa.

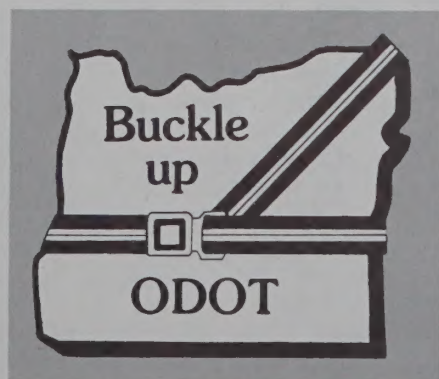
They have been to Hawaii several times and plan to go again in February 1988, this time to tour and golf on the island of Kauai.

This past spring they spent 10 days in Philadelphia and Atlantic City, N.J. They frequently fly to Reno and, early last summer, they spent three days in Elko, Nev., to attend a golf tournament and to go gambling.

Glen enjoys woodworking and

occasionally sells his creations. He got involved in oil painting "to avoid becoming bored," he says.

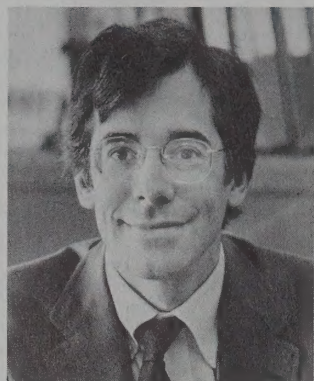
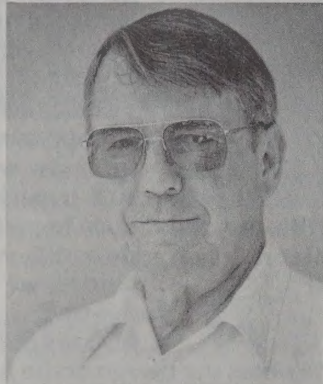
He attends the retirees luncheon occasionally. "Retirement is great," he says.



CANDID COMMENTS

How well prepared were you for your first supervisory assignment in ODOT?

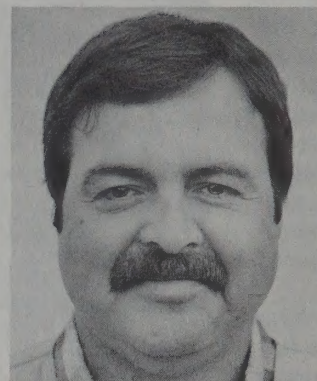
Ed Hinderer
Motor Vehicles Office
Manager
Tillamook



David Dowrie
Computer Services
Manager
Salem

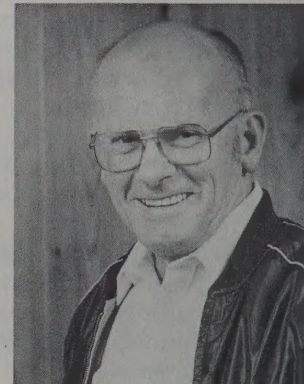


Judy Gregory
Personnel Services Manager
Salem



Bill Stark
Highway Maintenance
Supervisor C
District 2B Extra Gang,
Portland

Darald Walker
Region 2 Parks Supervisor
Tillamook



Ed Hinderer

I was fairly well prepared. I was experienced as a supervisor in another job, but when I came to DMV I found things were a little different. I took some classes on effective management and communication through DMV region headquarters.

David Dowrie

I don't think I was prepared at all. I had no formal supervisory training then and haven't been able to take that training until now, nearly 10 years later. Quite often, people are promoted for their technical skills, and then it's sink or swim.

Judy Gregory

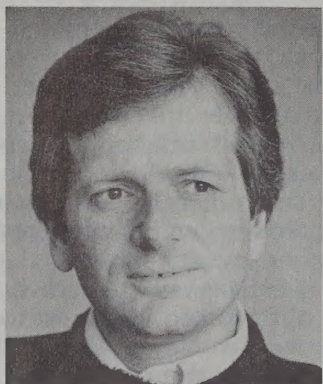
I was thrown in and expected to swim. When I accepted my first supervisory assignment before coming to ODOT, I hadn't taken any management classes. I have since then. I would encourage people to prepare in advance by taking some courses if they lack supervisory experience.

Bill Stark

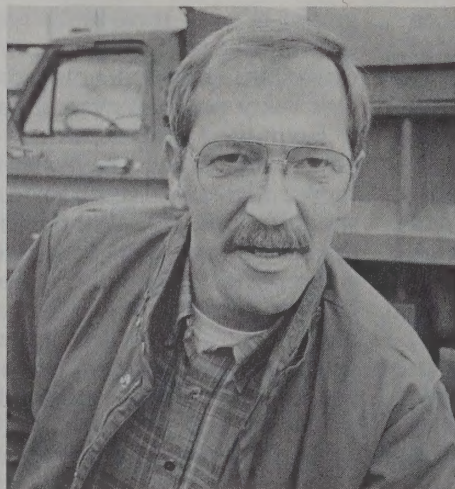
I think I was well prepared for my first supervisory position. I had functioned as a lead man for about five years and had taken advantage of the training available to me at the time. But the opportunity and availability of pre-supervisory training is much better now than it had been in the past. These days, supervisory training is mandatory for a position like mine.

Darald Walker

It wasn't a sink-or-swim situation, but it wasn't an easy road to cover, either. That's mainly because I was stationed in Eastern Oregon and didn't have much contact with Parks' top management. I took as many supervisory classes as I could when I had time, but I got most of my experience on the job.



Rick Kuehn
Highway Region 1
Engineer
Portland



Jerry Erickson
Highway Maintenance
Supervisor B
Newberg

Don Adams
Assistant State Highway
Engineer
Salem



Sheri Hinrichsen
Parks Personnel Manager
Salem

Jackie Vehrs
Motor Vehicles
Office
Manager A
Cottage Grove



Rick Kuehn

Probably not very well, but thanks to a lot of good people in District 3, I did okay. By implementing core training, we took a big step forward in management skills. Now we need to develop a similar core curriculum to teach technical skills.

Jackie Vehrs

I was fortunate to have worked with a strong management leader who was able to give me good background knowledge and who made my transition into management fairly easy. Our Central Region has always been supportive, too, and it has recently started a local after-hours training program for potential managers.

Jerry Erickson

In terms of my knowledge of the job, I had been around for 12 years before being promoted to foreman, so I knew what to expect. As far as the contract items and the paper work, though, I wasn't very well prepared. The department offers classes for new foremen, and I've gone to every one that I've come across since.

Don Adams

Not very well. Back when I took my first supervisory assignment, I had taken a couple of courses--on supervision in state government, that sort of thing--and I also had some military experience. Other than that, I watched other managers and used them both as role models and as examples of what not to do.

Sheri Hinrichsen

I wasn't very prepared. I ended up supervising people whom I had worked with on the same level before my promotion--and they were my friends. Frankly, I had a difficult time of it. It was a real learning experience. Basically, I had to gain their confidence and set our friendships aside.